

On the Job Coaching and Mentoring.

Question 1A

When considering the approach to coaching and mentoring at Webhelp I feel as though there are different avenues that can be used to say we complete coaching and mentoring. The Use of the coaching programme through the quality team is probably the most used and monitored programme we have at Webhelp however, I am not sure if this has more scope to grow. The foundations for coaching and mentoring throughout the organisation are already being implemented but there are many more people who could benefit from this. As I described in my essay there is an opportunity for the coach to give feedback to the Team manager on their coaching session with an advisor however, I feel as though Operations managers could also benefit from the support of having these coaching sessions. Leaders within Webhelp are often the ones who forfeit any training sessions and work towards the delivery and ensuring the success of the operation, my thoughts are that this is often at the detriment to their relationship with their teams as they miss out on important upskill and team building training, which is why coaching sessions maybe a benefit to them. There is also a huge number of support staff who have daily, weekly and monthly calls, conversations and team meetings and during all of these sessions there would be an element of coaching and mentoring but this is not monitored or shared with the wider team which I think would really benefit especially for teams who work in individual sectors but ultimately play a part within the HR team.

The opportunity to have a designated coaching and mentoring programme within Webhelp has all the essentials such as the framework for the mentoring programme and the coaching model the quality team uses but the stakeholders are a key issue. Mindtools states that stakeholder management is the process of maintaining good relationships and communication is a vital part of keeping them on board (2020). Stakeholder engagement is a huge sticking point within Webhelp and the change needed definitely should start with a communication plan to the stakeholders for them to be engaged within the change so they understand the benefits of having coaching and mentoring programmes for all work levels.

The Lead programme is also a great avenue for succession planning within Webhelp, as we have established Mentoring tends to be a long-term relationship (CIPD, 2019) which is great for finding future talent and retaining it within our business. This programme was set up In Cardiff and has been really popular with several people who have undergone the course moving into different roles across the business, with this course lasting only 12 weeks and only having a limited space for people to join I feel as though this is another key option which could be reviewed and implemented not only into Cardiff but also across all other Webhelp sites.

Within my role in Webhelp Cardiff as a SPA I was able to complete some call listening on our PAS team, this team provide information and support to all colleagues across the business and when I completed some call listening on the support and guidance they gave a team leader in Cardiff I then asked the team leader for feedback on how they found the call if the information was helpful and what could be done to improve the call, The lady from PAS who took the call has been working within the function for 4-5 months and she handled the call really well, she asked the team leader to explain the situation and then asked them what they thought was the best way to approach the situation and what the best outcome would be. By doing the call this way she empowered the team

leader to make the decision and the approach to take with their colleague whilst adding in a small recommendation to ensure the colleague was fully supported. Again, a great way to review coaching within the organisation but not available to everyone who works within the organisation.

Upon reflection, myself and Luana both feel as though there is lots of opportunity to get coaching and mentoring into a much better place and are looking at how we can build a business case to put to the Head of HR to show the benefits of having a more consistent and structured approach to coaching regardless of your position within Webhelp.

Question 2

When considering best practise, I think it is fair to say that there is some work required. As I have stated above there seems to be lots of good work but it is very inconsistent and with the exception of the team leaders there is no structured plan for coaching even though as a business we have nearly 200 people working within the quality/coaching function. The benefits of coaching and mentoring for an organisation can be huge there is an opportunity to share knowledge, grow teams and retain great talent and whilst Webhelp do some great work their inconsistent approach means that there is room for improvement and this could also support their attrition rates which for Cardiff has been a concern for some time.

Forbes has published an article with 5 coaching practises which Webhelp could benefit from, they are coaching begins with caring, investing time, be present and listen deeply, lead with questions and curiosity and meet people where they are at (Cashman, 2018). These 5 coaching practises link with employee engagement and give employees the basic needs they desire.

The coaching framework links well for employees who are lucky enough to benefit from coaching and mentoring, however the other policies such as performance management, conduct and capability and PACT training are helpful to outline what employees need to do however the benefit of having a coaching and mentoring policy and procedure which aligns to all colleagues in Webhelp would be more consistent and set clear expectations for all employees to work towards.

Question 3

When considering my development needs within coaching and mentoring, I feel as though I have had lots of exposure as both a coach and mentor during my career to date. I always try and ensure that I share knowledge and find the best way to do this, for people this will always vary. I think the one thing I can take away from the HR profession map would be curiosity, to keep finding different ways to become a better coach or mentor to understand the ways in which people learn and keep developing my knowledge in this. By doing this I would hope that I would become a role model for coaching and mentoring and when people are looking to set up new coaching and mentoring relationships, I can help guide, support and train them through this. By continuing to be curious and becoming a good role model I hope to become personally credible within my organisation when it comes to Coaching and mentoring, Employee development is a keen passion of mine and to be able to support and develop the great talent we have whilst retaining the best people within our workforce I would like to be my legacy when I leave Webhelp (CIPD,2019).

References

CIPD. 2019. *Coaching and Mentoring | Factsheets | CIPD*. [online] Available at: <https://www.cipd.co.uk/knowledge/fundamentals/people/development/coaching-mentoring-factsheet> [Accessed 6 May 2020].

CIPD. 2019. *CIPD Profession Map*. [online] Available at: <https://www.cipd.co.uk/cipd-hr-profession/cipd-hr-profession-map/default.html> [Accessed 6 May 2020].

Cashman, K., 2018. *Five Coaching Practices To Accelerate The Growth Of Others*. [online] Forbes. Available at: <https://www.forbes.com/sites/kevincashman/2018/01/29/five-coaching-practices-to-accelerate-the-growth-of-others/#319f18b45388> [Accessed 6 May 2020].

Mindtools.com. 2020. *What Is Stakeholder Management? Planning Your Stakeholder Communications*. [online] Available at: https://www.mindtools.com/pages/article/newPPM_08.htm [Accessed 6 May 2020].